



***Knowledge Sharing and DAU...  
Learning at the Point of Need***

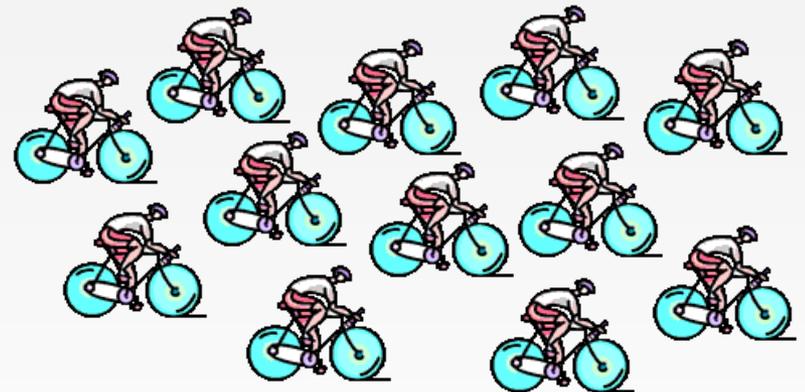
**Briefing for DAU South Lunch & Learn**



**Kathy Spainhower  
5 November 2014**

# Introduction

If you know how to ride a bike, you cannot transfer that ability to another person just by “classroom instruction”.



**DAU recognizes you gain that ability as you “learn by doing”.**

Source: [www.differencebetween.com](http://www.differencebetween.com)

# Why the Emphasis on Knowledge Now?

- **Traditionalists and Boomers are exiting the Acquisition Workforce**
- **Generation X and Generation Y will be expected to demonstrate undiminished capability**
- **Generation Z will be entering workforce in about 10 years**

**A Lot of Defense Corporate Knowledge is Departing...**



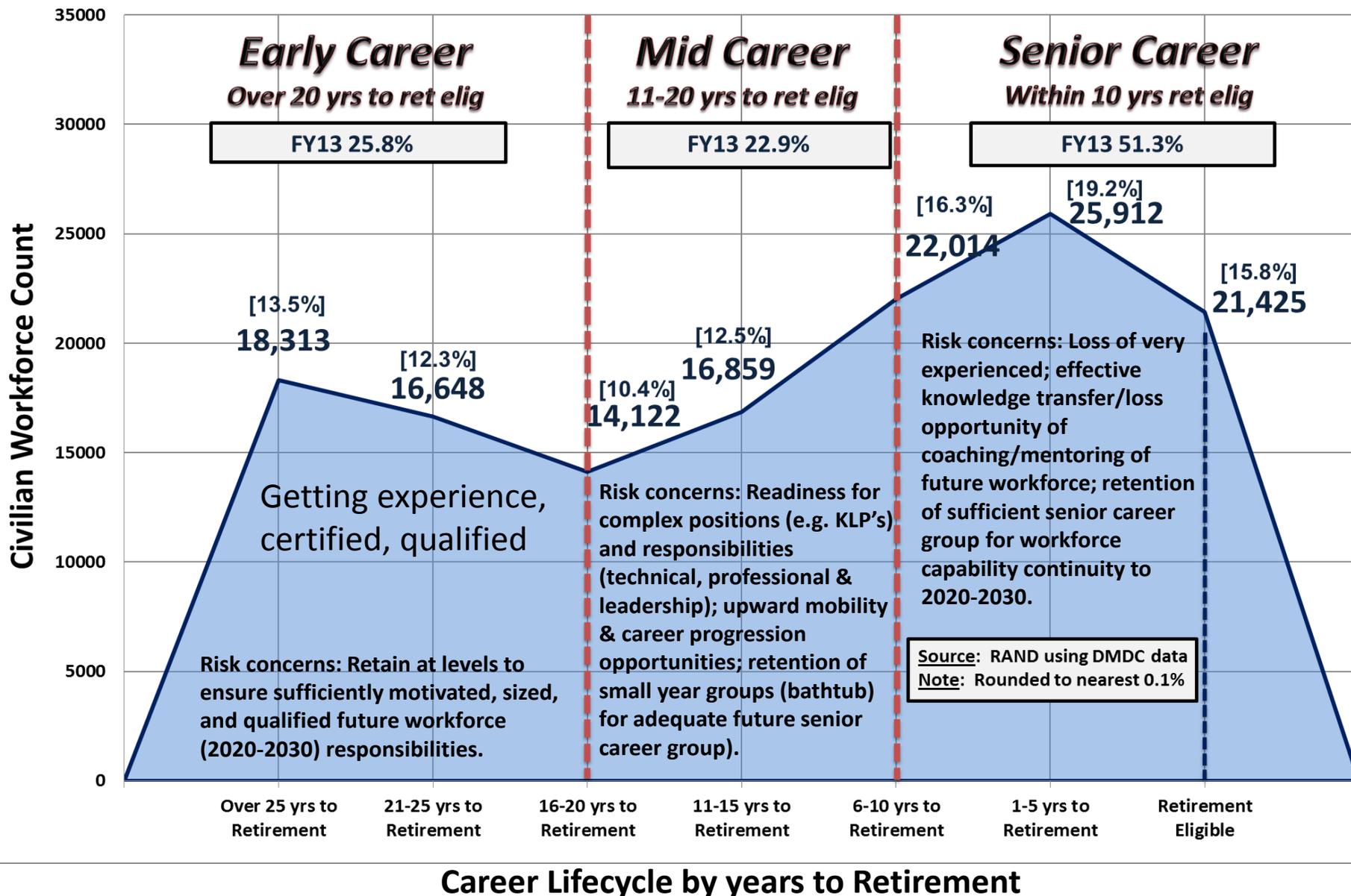
GENERATION X



GENERATION Y

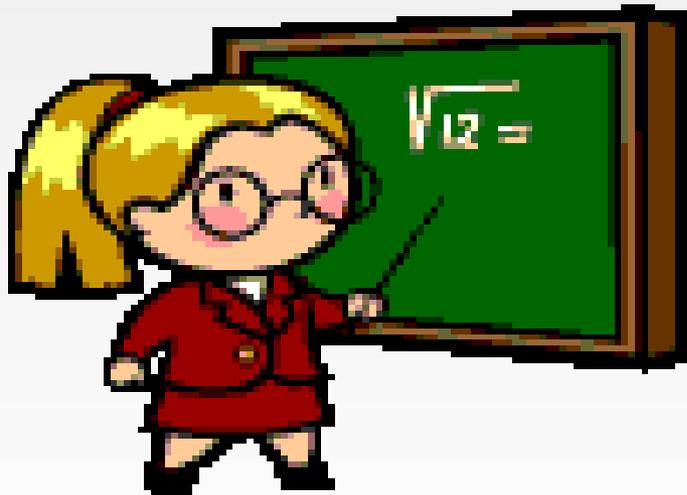
# End of FY 13 – DAW Information Summary

## Overall DAW - Civilian Retirement Eligibility Distribution - End - FY13



# Introduction

Job-focused knowledge, supported by “knowledge-sharing” sites (e.g. Proven Practices/Lessons Learned) augments acquirer “learning by doing”



Learn from other acquirers' experiences

Many of these sites already exist



# Scenario One – Services Acquisition

**You are the COR on a knowledge based services acquisition and your supervisor has stated you need to prepare the requirements documents (PWS, QASP, CDRLs) for the follow-on acquisition. You have never written requirements for a services acquisition before.**

**Where can you go to find proven practices for writing requirements and samples of tasks and performance standards?**



**Service Acquisition Mall  
and Automated Requirements Roadmap Tool**

# Where could you go?

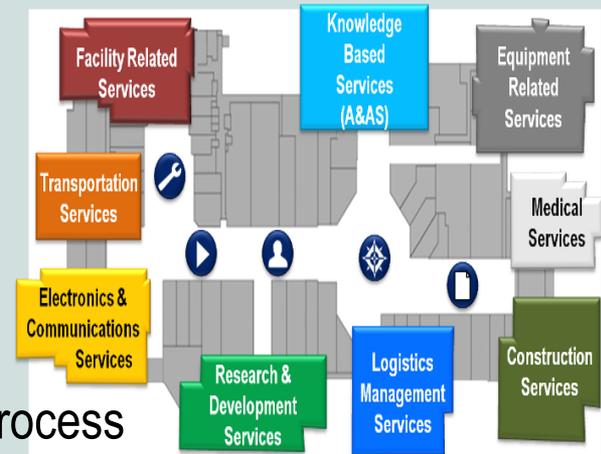
## BBP Focus Areas

1. Achieve affordable programs
- 2. Control costs throughout lifecycle**
3. Incentivize productivity
4. Eliminate bureaucracy
5. Promote competition
- 6. Improve tradecraft in services**
7. Improve professionalism



## Service Acquisition Mall

- Improve tradecraft in services acquisition
- 7-steps to service acquisition process



## Acquisition Requirements Roadmap Tool



**A** CQUISITION  
**R** EQUIREMENTS  
**R** OADMAP  
**T** OOL

- Structured methodology tool

# Scenario Two – Logistics (PBL)

**You are the Program Manager on an ACAT III program. You are preparing evaluation criteria for a new source selection and have some questions about how others are implementing Performance Based Logistics. You are specifically looking for success stories and results**

**Where can you go to find PBL success stories to improve your program?**



**Performance Based Logistics  
Results and Successes**

# Where could you go?

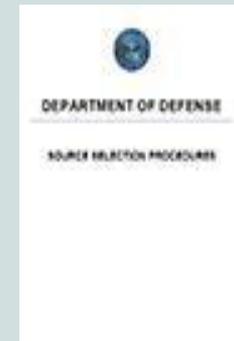
## BBP Focus Areas

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- 3. Incentivize productivity**
4. Eliminate bureaucracy
5. Promote competition
6. Improve tradecraft in services
7. Improve professionalism



DEPARTMENT OF DEFENSE  
SOURCE SELECTION PROCEDURES

## DoD Source Selection Procedures



Increase Effective Use

Performance-Based Logistics (PBL)



Improving DoD Materiel Availability and Reliability  
While Reducing O&S Costs and Mean Down Time

# Scenario Three – Cash Flow/PBP Strategy

You are the Cost/Price Analyst on a sole source acquisition and the Contractor has proposed to use performance based payments as its method to finance its contract.

Where can you go to find lessons learned on profit, and what motivates a Contractor to perform when using PBPs?



**Performance Based  
Payments Guide and  
Cash Flow Analysis Tool**

**Webinar on “Profit,  
Cash Flow, and Internal  
Rates of Return”**

# Where could you go?

## BBP Focus Areas

1. Achieve Affordable Programs
2. Control costs
- 3. Incentivize productivity**
4. Eliminate bureaucracy
5. Promote competition
6. Improve tradecraft in services
7. Improve professionalism



## Performance Based Payments - Guide Book & Analysis Tool



Proven practices, tool, and examples using the time-value of money to negotiate win-win arrangements associated with improved cash flow

Align profit with goals

## Joint AF and Defense Pricing Webinar on “Profit, Cash Flow, and Internal Rates of Return”



# Scenario Four – Open Systems Architecture

You are a Engineer designing the next generation submarine combat system. You know your supervisors have been emphasizing the need to increase competition.

Where can you go to find proven practices and case studies on implementing open systems architecture and leveraging intellectual property to increase competition?



**Open Systems Architecture CoP, Guidebook,  
and OAAT tool**

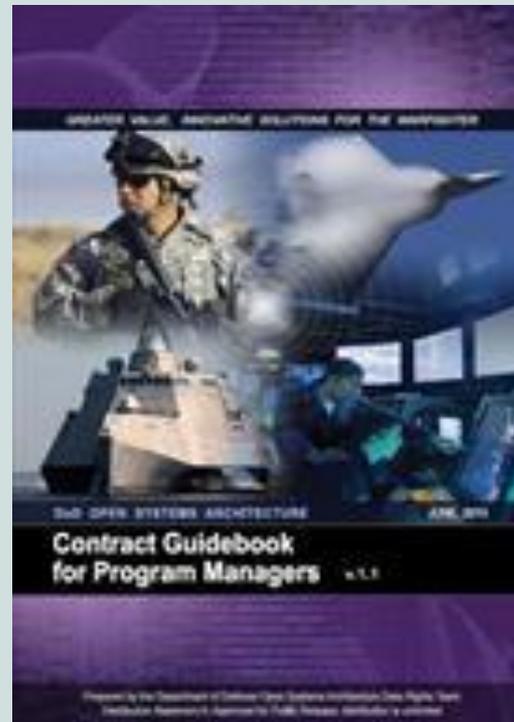
# Where could you go?

## BBP Focus Areas

1. Achieve affordable programs
2. Control costs throughout lifecycle
3. Incentivize productivity
4. Eliminate bureaucracy
- 5. Promote competition**
6. Improve tradecraft in services
7. Improve professionalism



## Open Systems Architecture



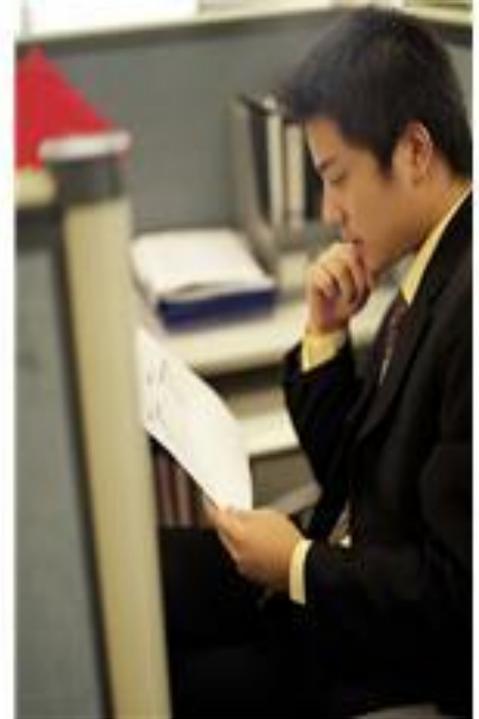
Open  
Architecture  
Assessment  
Tool (OAAT)

# Scenario Five – Contingency Contracting

## SCENARIO:

You are a Contingency Contracting Officer (CCO) preparing for your first deployment.

Where can you go to find proven practices on preparing yourself for the mission ahead?



**Defense Procurement and Acquisition Policy**  
***Contingency Contracting Games site***

# Where could you go?

## Defense Procurement & Acquisition Policy

[DPAP](#) > [Contingency Contracting](#) > Defense Contingency Contracting Handbook

GO

DPAP / DP Home

DPAP Operations

Defense Acquisition  
Regulations System

Contract Policy and  
International  
Contracting

Contract Policy

International Contracting

Contingency  
Contracting

Acquisition Policy

Program Development  
and Implementation

### Games Listing

A number of games have been created over the years to help CCO's learn and interact with the material. These games can be supplemented by using the chapter-based [Test Questions](#). Check out the [Barda Bridge](#) simulation, which is a favorite among CCOs.

#### GAMES

[DAU Barda Bridge Simulation](#)

[Contracting Macher \(CCO Jeopardy\)](#)

[Contracting Forms Combat ACE Game](#)

[Laws of Armed Conflict \(LOAC\) Combat ACE Game](#)

[Southwest Asia \(SWA\) Combat ACE Game](#)

[AFFARS Appendix CC Combat ACE Game](#)

[BPA Combat ACE Game](#)

[FAR Part 12 \(Commercial Items\) & Part 13 \(Simplified Acquisition\) Combat ACE Game](#)

## Contingency Contracting Games

A number of games have been created over the years to help Contingency Contracting Officer's (CCO) learn and interact with the material.

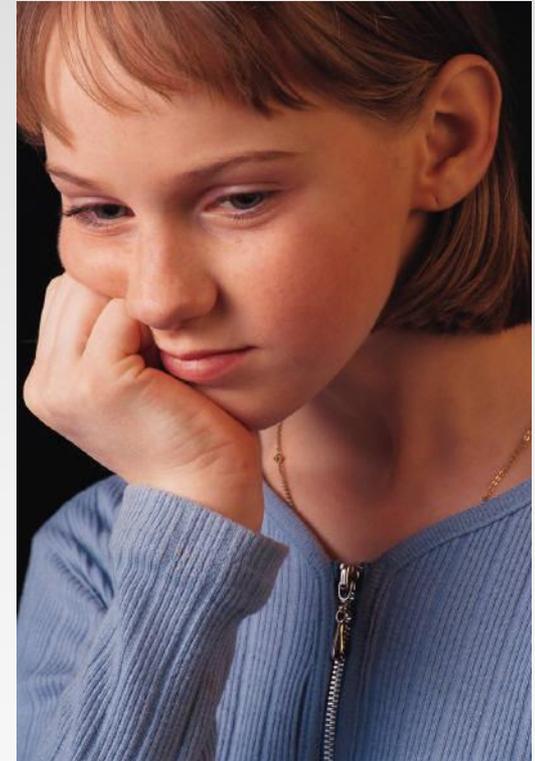
The [Barda Bridge](#) simulation is a best practices favorite among CCOs

# Scenario Six – Program Scope Changes

You are the Contracting Officer and you are considering issuing a change order on one of your major contracts.

You have informally spoken with your contractor who has informed you he considered the work to be changed is out of scope.

Where can you go to find lessons learned to feel more comfortable with your decision before you make it?



**Government Accountability Office  
(GAO)**

# Where could you go?

## Government Accountability Office (GAO) Legal Decisions & Bid Protests



Decisions

Page ▾

[Bid Protests](#) | [Red Book](#) | [Appropriations Law](#) | [Contract Appeals Board](#) | [Federal Vacancies Act](#) | [Congressional Review Act](#)

### Contract Appeals Board - Decisions

Learn more about the Contract Appeals Board.

[Grunley Construction Company, Inc. \(Appellant\) v. Architect of the Capitol \(Respondent\), CAB No. 2010-6](#)

Nov 26, 2012

[Grunley Constuction Company, Inc. \(Appellant\) v. Architect of the Capitol \(Respondent\), CAB No. 2007-3](#)

Nov 26, 2012

[Data Integrators, Inc. \(Appellant\) v. U.S. Government Printing Office \(Respondent\), CAB No. 2010-2](#)

May 8, 2012

[Inventory Discount Printers, CAB No. 2011-1](#)

May 31, 2011



Grunley Construction Company, Inc., appeals the final decision of the contracting officer of the Architect of the Capitol (AOC) under contract No. AOC-0400062, denying Grunley's request for an equitable adjustment of \$3,640,520 for work performed to replace certain windows at the United States Supreme Court (USSC). Grunley asserts that it and its window subcontractor, Masonry Arts, Inc. [Read more](#)

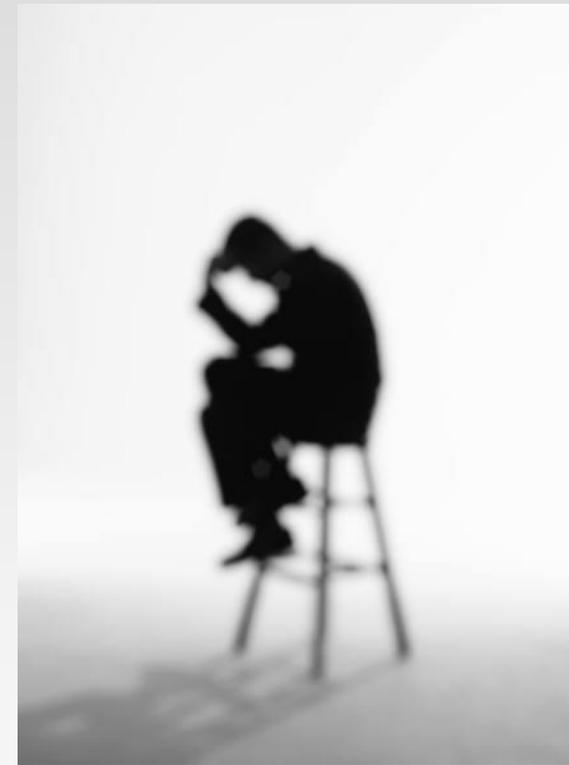


[View Decision \(PDF\)](#)

# Scenario Seven: Technical Challenges

You work for NASA in the Earth Sciences Directorate and have recently started working in the Unmanned Aerial Vehicle program office. Your co-workers tell you about interoperability challenges affecting several of the UAVs due to proprietary rights on the ground control systems. You have been asked to research possible technical solutions.

Where can you go to find proven practices or lessons learned to help address this issue?



**Defense Technical Information  
Center (DTIC) Technical Reports**

# Where could you go?



Defense  
Innovation  
Marketplace



R&E Gateway  
DoDTechSpace



DoDTechipedia



Access Controlled  
Search



DoD Budget Tools



Information  
Analysis  
Centers (IACs)

Uncover the latest research updates or store and share your research data in DoD's S&T wiki.

## Defense Technical Information Center (DTIC)

IACs are research & analysis organizations established by the DoD to support researchers, scientists, engineers, and program managers with expertise in all areas of Defense research and engineering.

### DTIC News Wire



### Why R&E Gateway Search?

DTIC's definitive one stop search tool connects you with:

- 30,000 ongoing, completed or planned research projects
- Over 3.5 million technical reports
- Thousands of people and conversations in the S&T community

[LEARN MORE](#)

### Search DTIC's Collections at the R&E Gateway

Search now to get comprehensive results from the DTIC Collections. Expand your search results through access to limited projects and reports. Not registered? Register today for access to DTIC's controlled online experience to make your search relevant, targeted and informative...read more

1 2 3 4 5 6 7 8 9 10

### Welcome to DTIC:

Provider of DoD Technical Information to Support  
the Warfighter

The Defense Technical Information Center (DTIC®) serves the DoD community as the largest central resource for DoD and government-funded scientific, technical, engineering, and business related information available today .

### DTIC Strategic Plan 2011-2016

### Quick Links

- [Announcements](#)
- [DTIC Online Navigation Guide](#)
- [DTIC ToGo](#) PDF
- [DTIC Transformation](#) PDF
- [Enterprise Email Change](#)
- [Open Government](#)
- [R&E Gateway \(Description\)](#)
- [S&T Priorities for FY15 Budget - New](#) PDF
- [Technical Reports](#)
- [Training](#)

# Scenario Eight – Milestone Reviews

You are a Program Manager preparing for your next milestone review. You are looking for trends on lessons learned which are occurring at each Milestone Decision.

Where can you go to find lesson learned trends on milestones?



**Army Acquisition Lessons Learned (AALL)  
Portal and AALL Bulletin**

# Where could you go?

## Army Acquisition Lessons Learned Portal



AALL is the trusted source for relevant and timely real world acquisition and materiel lessons learned.

## Acquisition Lessons Learned Bulletin



**AMSAA** Acquisition Lessons Learned Bulletin

US Army Materiel Systems Analysis Activity (AMSAA), AFM, MD

October 2003  
Volume 1, Issue 2

**We're Back! The Second Edition of the Acquisition Lessons Learned Bulletin**

The goal of our inaugural edition of the Acquisition Lessons Learned Bulletin (ALLB) was to reach out to Army acquisition professionals to help them get up to date on the status of the Acquisition Lessons Learned (ALL) component of the Center for Army Acquisition and Materiel Lessons Learned (CAAMLL). Since our first issue, we have continued to reach out to Army acquisition experts to inform them about the ALL mission and to identify lessons and best practices that can be shared throughout the Army acquisition enterprise. Interest continues to grow, and Acquisition Lessons Learned (ALL) user account requests continue to increase. The site now has 400 registered ALL users and just under 50 published lessons, with others still being reviewed by the ALL team so they can be published and shared with those that can most benefit. Thanks for your interest in ALL and your continued support for the ALLP.

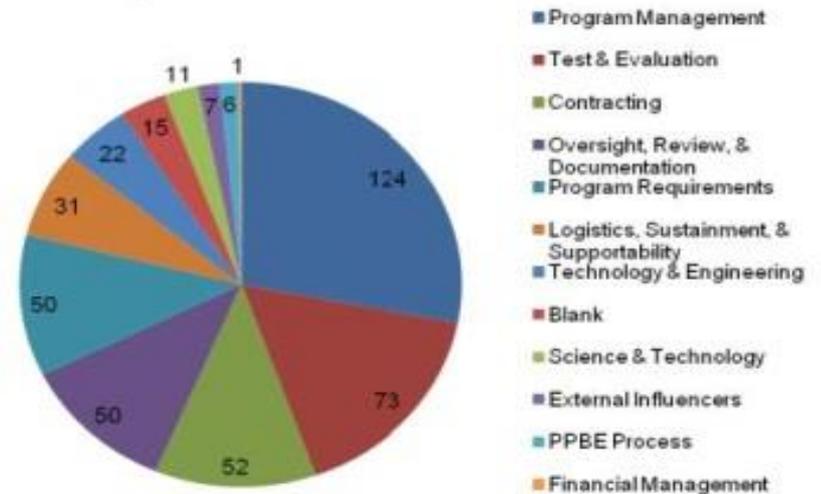
**AMSAA Acquisition Strategy Case Study: A Lessons Learned Perspective**

Inside this issue:

- We're Back!** - As part of our outreach to Army acquisition stakeholders, the ALL team recently provided an all-inclusive briefing to MG Robert Davis, Director, Force Development Office of the Deputy Chief of Staff, G-4, during his visit on the ALL team's mission to facilitate the effective planning, dissemination, and analysis of relevant Army acquisition program lessons. MG Davis suggested the ALL team perform a case study focusing on specific challenges affecting the development of the Unmanned Aerial Vehicle (UAV) program. He was curious about acquisition system factors that were impacting the development of an accelerated schedule as well as the possibility of integrating existing intelligence data. The possibility of using an accelerated approach to potentially reduce a single report of the ALLP center that originally scheduled was also suggested.
- AMSAA Acquisition Strategy Case Study** - Utilizing open source intelligence gathering, focused discussions and interviews, the ALL team targeted multiple ALLP reports to perform the study. The main goal of the study was to help understand how Army acquisition programs learn from the ALLP program experience. The study assessed current insight affecting the current acquisition strategy for the ALLP, as well as recommendations for use by other Army programs. The results are currently being finalized for presentation to OIGD, G-4 and the ALLP and will then be made available for use by the ALLP. We welcome you to add the site to the end of the state of the state results and to download a copy from the ALL Document Library when available.

The Army Acquisition Lessons Learned Portal (AALLP) is the Army's Trusted Source for Relevant and Timely Acquisition Lessons Learned to Enhance the Performance of the Army's PMOs in Support of the Warfighter!

## Categories Entered for Published Lessons



**AALLP**  
Acquisition Lessons Learned Portal

# Strategic Trends (All sources)

These are the issues being reported that deal with program oversight and regulations/statutes that cause **roadblocks** for Army programs.

❑ **Lack of coordination between oversight offices and sequencing of program events causes program delays** (10 lessons from 5 PEOs, 2 reports)

Examples:

- Army information activities are fragmented across HQDA with each office having unique requirements (G-3 Information Requirements, G-6 Acquisition Compliance and Certification, G-6 Frequency Spectrum Division-NETCOM, G-6 Architecture Operations Network and Space)
- ASARC decisions affecting other programs need to be captured and shared
- Program schedules could be condensed by 12-18 months if RFP could be released prior to MS

❑ **Program Oversight authorities should support streamlining of documentation requirements where appropriate** (12 lessons from 6 PEOs, 1 report)

- Although this is permitted by DoD 5000.02, some programs still report issues (why?)

❑ **Lack of appropriately trained personnel and good leadership can hinder program success** (10 lessons from 3 PEOs, 2 reports)

- PMs should not be constrained by outside commitments
- Incentives should be used to keep well performing PMs/ teams in place
- Poor performing PMs should be replaced without penalties
- Skills/breadth of acquisition workforce and military doctrine developers needs to be a priority

# Practical/ Operational Trends (All sources)

These are the issues being reported that can be improved at the working level within the acquisition community.

## ❑ **Early and efficient milestone and documentation preparation is key**

(32 lessons from 8 PEOs)

- Coordinate with stakeholders early, utilize documentation IPTs and tracking tools, and know what is required for the MS review.

## ❑ **Integration risks are underestimated throughout program lifecycle** (16 lessons from 4 PEOs)

- Plan for adequate integration testing in program schedule and engage program stakeholders early and often to reduce programmatic risk.

*NOTE: AMSAA & TARDEC currently pursuing Army approval of IRL definitions*

## Emerging Trends from PEO Community

### ❑ **Maintain frequent communication to allow better coordination across stakeholders** (9 lessons from 7 PEOs)

- Engage with all stakeholders, form IPTs, and conduct IPRs/ meetings on a regular basis.

### ❑ **Consider test efficiencies during test plan development** (6 lessons from 4 PEOs)

- Potential test efficiencies include increasing test articles, combining tests, use of data from similar programs, and use of M&S.

# Recent Case Studies

## COMPLETE:

- **Long Endurance Multi-Intelligence Vehicle (LEMV) Lessons Learned Case Study**

- Feb. 2013 - tasked by DASM to collect ALL
- 12 lessons identified and logged
- Report provided to DASM & available on ALLP



- **Armored Multi-Purpose Vehicle (AMPV) Acquisition Strategy Lessons Learned Case Study**

- Mar. 2013 - HQDA G-8 requested ALL review of acquisition strategy and hindrances to acceleration
- 3 lessons identified
- Report provided to HQDA & available on the ALLP



## ONGOING:

- **Acquisition Documentation Study**

- **Purpose:** Based on preliminary trends identified in lesson learned submissions presented in April 2013, it was decided that AMSAA should conduct an in-depth analysis of Acquisition documentation requirements and staffing processes.
- **Status:** Survey/Data Call sent to each PEO PoC for distro to all PMOs. 36 Responses received, initial analysis underway. May be merging with ASA(ALT) directed LSS effort.

# 'Just in Time' Lesson Packages

Just-in-Time Lesson Learned packets are a listing of lessons learned taken from the ALL Portal that apply to the system's upcoming phase within the Acquisition Lifecycle.

- **Purpose:** Provide PHASE specific Lessons Learned packages to customers that apply to their system's near term lifecycle, sorted by CATEGORY.
- Allows user to quickly scan list of lessons that might be applicable to their needs, and if further information is required, login to the ALLP and search the LL ID # for additional detail.

## PHASE – ENGINEERING, MANUFACTURING & DEVELOPMENT (EMD)

### CATEGORY – TEST AND EVALUATION

DATE PULLED 2/11/2014

Lesson #: 80

Category: T&E

System: GCV

**Lesson Learned** Consider test efficiencies during test plan development, such as leveraging other Army agencies' data, building M&S into the test plan strategy, and challenging program requirements.

**Recommendation** Program TEMP should address efficiencies identified during test plan development. OMS/MP should not always drive the test strategy. (It was primarily automotive changes being made to PIM. The test strategy should fit modification and/or intended use of the platform.) Test as last resort approach - Test Should Not be the Default Action. Utilize 'Test Off Ramps' tied to decision points to allow for reductions in test during the duration of the program test timeline and embed in TEMP. Institute Policy, Procedures, Regulations, Guidance and SOP updates that provide a mechanism by which the entire enterprise collectively works up-front, and throughout program timeline to gain efficiencies. Integrate the Test community into both the DAB and requirements development process. Leverage other Army agency's data (Labs, DCMA, etc.) to address test requirements. Determine level of acceptable risk to program and correlate minimum amount of testing up-front in test plan development. Build M&S into test plan strategy early. Challenge program

Lesson #: 119

Category: T&E

System: AMPV

**Lesson Learned** Adequate on-site government/ materiel developer oversight at test locations is a necessity.

**Recommendation** Adequate on-site government oversight at test locations is needed. The cost of the on-site representative is outweighed by the potential cost increase of extended testing.

# Scenario Nine – Should-Cost

**You are a Cost Estimator for a Navy Program. You are working with your Program Manager to develop a should-cost estimate for potential cost savings on your program.**

**Where can you go to find should-cost proven practices and case studies from other programs within the Navy and other services for possible implementation on your program?**



**ACQ Proven Practices, Lessons Learned (ACQ P<sup>2</sup>L<sup>2</sup>)  
Should-Cost Repository**

# Where could you go?

## BBP Focus Areas

1. Achieve affordable programs
- 2. Control costs throughout lifecycle**
3. Incentivize productivity
4. Eliminate bureaucracy
5. Promote competition
6. Improve tradecraft in services
7. Improve professionalism



## ACQ P<sup>2</sup>L<sup>2</sup> Should-Cost Repository

<https://apl.dau.mil/sc/pages/default.aspx>

\*\*\*\*UNCLASSIFIED//FOR OFFICIAL USE ONLY\*\*\*\*

Acquisition P<sup>2</sup>L<sup>2</sup> – Should-Cost Repository  
*Acquisition Proven Practices and Lessons Learned – Should-Cost Best Practices and Case Studies*

This site is restricted to members of the Defense Acquisition Workforce as Should-Cost information, by its nature, is sensitive. Accordingly, all information on this site shall not be redistributed.

Home Collections • Vetting Process Tutorial Submit Practice/Case Study

Welcome KATHY SHAW-DIVIER

Click here to go to the **Acquisition P<sup>2</sup>L<sup>2</sup> Home Page**

Better Buying Power 2.0

Click here to go to the **Better Buying Power Gateway**

Focus Area: Control costs throughout the product lifecycle

The ability to understand and control future costs from a program's inception is critical to achieving affordability requirements.

Initiative: Implement "should-cost" based management

Should-cost applies to all acquisition activities and it spans to both product and service acquisitions. Managers should scrutinize each element of cost under their control to assess cost reductions without unacceptable reductions in value received.

Should-cost based management was introduced in BBP 1.0 but without continuous focus, and the sharing of information through best practices and case studies, the gains we have achieved could be lost. As the AT&L community identifies opportunities to do better and to manage toward this goal, IAW BBP 2.0 Implementation Memorandum, dated 24 April 2013, that information should be captured in the Acquisition Proven Practices and Lessons Learned Should-Cost Repository.

Recent Best Practices

View All Best Practices >>

**RQ-11**  
March 12, 2014  
Army  
Competitive contracting provided savings for Gmbal Payload production. Acquisition Strategy is moving from a series of sole source contracts to competitive FFP IDIQ contracts, anticipating a savings of \$5K on each payload. This program was successful in implementing should cost and produced a savings of 48%

**Prophet Enhanced**  
February 7, 2014

Featured Video

Should Cost vs Will Cost Part 1 of 3  
January 17, 2014 - 3:00:28  
By Roberta Tomasin

Should Cost vs Will Cost Part 1 of 3  
By Roberta Tomasin...

Should Cost vs Will Cost Part 2 of 3  
By Roberta Tomasin...

Should Cost vs Will Cost Part 3 of 3  
By Roberta Tomasin...

Trusted sites | Protected Mode: Off

ACQ  
P<sup>2</sup>L<sup>2</sup>

Acquisition  
Proven Practices and  
Lessons Learned

**A consolidation of  
Acquisition and  
Acquisition-related  
proven practices and  
lessons learned**

**Should-Cost Best  
Practices Repository**



**Performance Based  
Logistics Results &  
Successes**



**Army Acquisition  
Lessons Learned Portal**



**Services Acquisition Mall  
& Automated Requirements  
Roadmap Tool**



# ACQ P<sup>2</sup>L<sup>2</sup> Should-Cost Repository



## Should-Cost Portal

Should-Cost Proven Practices and Case Studies

This site contains sensitive information that shall not be redistributed

Find

Home USD(AT&L) Insights Should-Cost at Work ▾ Techniques & Tools ▾ Should-Cost Training ▾ Policies & References Blog Submit Story Resources ▾

### What's New

View All News >> 3 of 13

#### Multiple Techniques Will Lower Aviation Program Costs More Than \$1B, Over Lifecycle

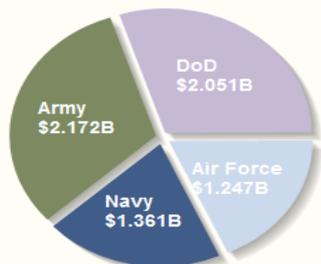
8/19/2014 - Should-Cost Portal

For engine time-on-wing, increasing reliability decreases the number of required spares, therefore eliminating the need to procure sixteen new engines for the production line. The joint performance-based logistics contract rewarded decreases in maintenance time measured with two major metrics: Repair Turn-Around Time (RTAT) and numbers of Technical Assist Requests (TAR). The Aviation program issued competitive support equipment contracts, instead of the original strategy of outsourcing to the original equipment manufacturers. Over one-hundred components were broken away from the prime contractors for the aircraft and contracted directly with the suppliers: the original equipment manufacturers for the

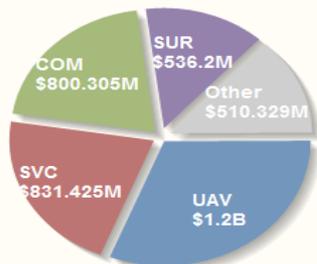


### Value Saved

by Service or Agency



by Commodity



Click here to go to the **Better Buying Power Gateway**

### Featured Video by DAU Stream



USD(AT&L) Should-Cost discussion--Video clip (1m15s) [Print (Alt+K)] USD(AT&L) remarks at the Better Buying Power (BBP) 2.0 in Howell Auditorium... [More]

25 Apr 2013

01m:19s



**USD(AT&L) Should-Cost Discussion at BBP 2.0 Rollout**  
USD(AT&L) Should-Cost discussion--Video clip (1m15s) provided by VS from USD(AT&L) remarks ...



**USD(AT&L) Should-Cost Discussion at SLAT Conference**  
USD(AT&L) Should-Cost discussion at SLAT Conference--Video clip (2m30s) provided by VS fro...

### Filter by Tag

Accelerated Schedule Acquisition Strategy Affordability  
 Caps Bid Price Bundled Procurement Business Case Analysis  
 Competition Configuration Management Constraining Cost  
 Continuous Process Improvement Contract Actions Contract  
 Modification Contract Negotiation Cost Analysis Cost  
 Control Cost Effectiveness Cost Efficiencies  
 Cost Estimate Cost Reduction Cost



# Scenario Ten – Program Management

**You are a Program Manager on an urgent ACAT II, Major Systems program. You are in development and you need to quickly double-check that you have identified all of the required regulatory documents for this event.**

**Where can you go to quickly find all of the statutory and regulatory documents required for a development rapid acquisition event?**



**Milestone Document Identification Tool**

# Where could you go?

**Milestone Document Identification (MDID)**  
Your Acquisition and Documentation Requirements Tool

Home Purpose Tutorial Help Feedback DAU Quick Links DAP

Urgent Needs Rapid Acquisition Process Requirements (See Table Notes)

	Development	Production	Other
Regulatory			
Acquisition Decision Memorandum (ADM)	■		
Acquisition Program Baseline (APB)	■		
Acquisition Strategy	■		
Test and Evaluation Master Plan (TEMP)	■		

Legend

Default/Home Clear Page Filters Print Results

Filter by Program Type ▾

Select any of these Acquisition Categories (ACAT) to filter the list:

- ACAT II (Major Systems)
- ACAT III and below

Filter by Rapid Acquisition Event ▾

Select any of these milestones or decision points to filter the list:

- Development Milestone
- Production Milestone
- Other - an event other than the events listed above
- All Events

Filter by Source ▾

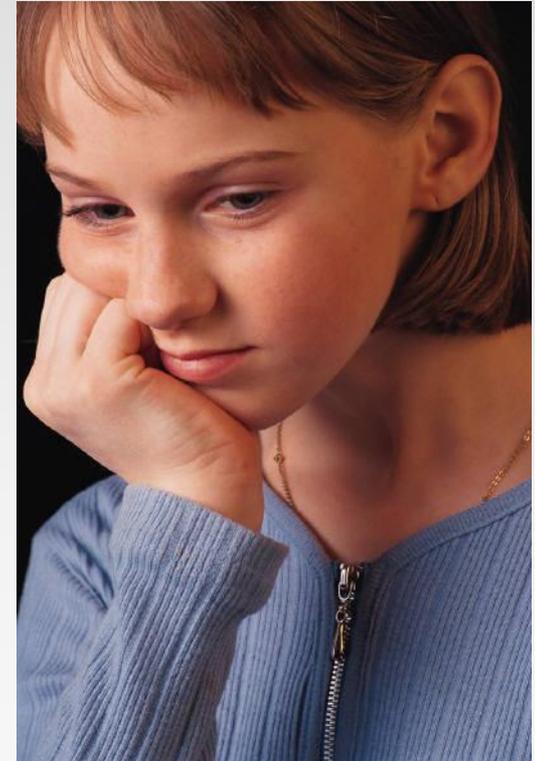
Act | USA.gov DAU Help Desk - [dauhelp@dau.mil](mailto:dauhelp@dau.mil) | 703-805-3459 | 1-866-568-6924

**The Milestone Document Identification (MDID) assists acquisition personnel filter through statutory and regulatory document requirements as identified in --Tables 2, Milestone and Phase Information Requirements; --Table 5, Recurring Programs Reports; --Table 6, Exceptions, Waivers, and Alternative Reporting Requirements; --Table 10, Information Requirements Unique to the Urgent Needs Rapid Acquisition Process of the DoDI 5000.02.**

# Scenario Eleven – Product Support

You are a Program Manager on a major weapon system and you are trying to build a product support package for technical data for the lifecycle of your system.

Where can you go to find what activities are required at each milestone to develop a complete technical data package?



**DoD Integrated Product Support  
Implementation (PS) Roadmap**

# Where could you go?

**DoD Integrated Product Support Implementation Roadmap - List View**

**Filter this View**

Major Program Key Events/Products  
 Logistics/Program/Technical Reviews

**Integrated Product Support Elements**

Product Support Management  
 Maintenance Planning & Mgt  
 Design Interface  
 Sustaining Engineering  
 Supply Support  
 Training and Training Support  
 Manpower and Personnel  
 Technical Data  
 Support Equipment  
 Computer Resources  
 PHS&T  
 Facilities and Infrastructure

**Life Cycle Phases**

Materiel Solution Analysis (MSA)  
 Technology Maturation & Risk Reduction (TMRR)  
 Eng. and Mfg. Development (E&MD)  
 Production and Deployment (P&D)  
 Operations and Support (O&S)

**Legend**

▶ Element collapsed  
 ▼ Element expanded  
 ← Activities performed during phase  
 ← Outputs of phase (shaded column)  
 ✓ Activity or output required

	MSA	TMRR	E&MD	P&D	O&S
<b>Major Program Key Events/Products</b>					
<b>Logistics/Program/Technical Reviews (7)</b>					
ILA		✓	✓		✓
DAB	✓	✓	✓	✓	
IBR		✓	✓		
SRR		✓			
SFR		✓			
TRA		✓	✓		
PDR		✓	✓		
<b>Product Support Management</b>					
<b>Maintenance Planning and Management</b>					
<b>Design Interface</b>					
<b>Sustaining Engineering</b>					
<b>Supply Support</b>					
<b>Training and Training Support</b>					
<b>Manpower and Personnel</b>					
<b>Technical Data (38)</b>					
Participate as a SME advisor to the source selection process	✓	✓	✓	✓	
Develop Technical Data Rights Strategy and inputs to LCSP	✓	✓	✓	✓	✓
Develop Technical Data requirements for inclusion in RFP	✓	✓	✓	✓	✓
Ensure design review requirements include supportability	✓	✓	✓	✓	
Ensure technical reviews include an assessment of supportability	✓	✓		✓	
Develop the Technical Data IMS	✓	✓	✓	✓	✓
Participate in use study	✓	✓	✓	✓	
Prepare input to RAM-C Rationale Report	✓	✓	✓	✓	✓
Provide Technical Data inputs to the Product Support BCA	✓	✓	✓	✓	✓
Develop Technical Data inputs to HSI plan	✓	✓	✓	✓	
Acquisition CyberSecurity Strategy (input to AoA)		✓	✓	✓	
Consideration of technical issues	✓	✓	✓	✓	
Technical Data inputs to CARD	✓	✓	✓	✓	
Technical Data inputs to LCCE	✓	✓	✓	✓	✓
Updated Technical Data Rights requirements		✓	✓	✓	✓
Updated Technical Data Rights management strategy		✓	✓	✓	✓
Define Technical Data Package design		✓	✓	✓	✓
Technical Manual Contract Requirements (TMCR)		✓	✓	✓	
Participate in technical and programmatic reviews		✓	✓	✓	
Review CDD to identify maintenance concepts		✓	✓	✓	
Support planning for and conduct of system level analyses		✓	✓	✓	
Tradeoff analysis		✓	✓	✓	
Functional analysis to identify operation and maintenance functions		✓	✓	✓	

## PS ROADMAP

The PS Roadmap is a tool to help the Defense Acquisition Workforce understand and build the best product support package in support of the Warfighter.

The “List View” is a compact list of Product Support activities and outputs required.

The “Timeline View” shows activities and outputs over the total lifecycle.

# ...Enter the Knowledge Repository...

## The Idea – Revolutionizing, not Rebuilding, the Library Function

- Acker Library had been closely tied (and optimized) to the 20 week Program Managers' Course
  - Supported the significant academic research function required by PMC
- This function shrank significantly when PMC was retired
- Even before the fire, the Library staff had identified the need for a significant change in direction
  - Aimed at improving Library relevancy and value to DAU and the Defense Acquisition Workforce
- The fire destroyed the “old model” ...gave us a clean sheet for the “new model”

# What is a Knowledge Repository?

**A Knowledge Repository is a Library that:**

- **takes advantage of the power inherent in all forms of knowledge capture**
- **with a structure that maximizes access to this knowledge by the users of that knowledge**
- **And a staff, experienced in user support, that**
  - **Helps users find pertinent knowledge, as well as**
  - **Helping users become self-sufficient in using the “infosphere”**

# KR Website Demo

<https://daunet.dau.mil/sites/lib/SitePages/daukr/index.htm>

The screenshot displays the DAU Knowledge Repository website. At the top left is the DAU Knowledge Repository logo. The navigation bar includes links for About us, Services, Resources, Projects, Contact us, and Sitemap. A central banner features a search bar with the text "Search the DAU KR catalog for books, monographs, guides and more..." and buttons for "Search" and "Advanced Search". To the right of the search bar is an "Ask a Librarian" icon. Below the search bar is a "Quick Links" section with a table of links: Company/Market Research, Company Profiles, DTIC Technical Reports, Industry Organization Charts, Other DoD Libraries, and DoD Acquisition P<sup>2</sup>I<sup>2</sup>. A central featured article titled "HARVARD BUSINESS REVIEW ON WINNING NEGOTIATIONS" is displayed, with a sub-headline "Ten inspiring and useful perspectives to persuade others to do what you want and make successful deals." To the right of the main content is a vertical stack of logos for various publications and services: The Academy of Management Review, FINANCIAL TIMES, HARVARD BUSINESS PUBLISHING, INDUSTRY WEEK, INFOSTREAM, MIT Sloan Management Review, TD TRAINING + DEVELOPMENT, and THE WALL STREET JOURNAL. At the bottom of the page, contact information is provided: Location: Buildings 247 & 270, Phone: 703-805-2293/2447 Circulation/ILL, 703-805-5253/4463 Reference/Research, Hours: 0730-1630 Mon-Fri.

Currently available only to DAU internal staff and students taking courses at a DAU facility

# MDAP/MAIS “Library Guide” Demonstration

SSN 774

Quick Facts	Virginia Class Submarine	Rapid Situational Awareness
<b>Program Long Name</b>		<b>Analysis</b>
SSN 774 Virginia Class Submarine		CSIS   CENTER FOR STRATEGIC & INTERNATIONAL STUDIES
<b>Program Short Name</b>		<b>Department of Defense</b>
SSN 774		Comptroller
<b>Service Name</b>		Contracts
Department of the Navy		DAMIR
<b>Program Type</b>	<b>Legislation</b>	
MDAP	CONGRESS.GOV	
<b>PNO</b>	<b>Industry</b>	
516	GENERAL DYNAMICS	
<b>ACAT</b>	LOCKHEED MARTIN	
ID	NDIA	
<b>Contract Type</b>	NORTHROP GRUMMAN	
PM	<b>News &amp; Articles</b>	
<b>Responsible Office</b>	EBSCO	
CAPT David Goggins VIRGINIA Submarine Program Office PEO Submarines 814 Sicard Street, SE Washington Navy Yard, DC 20376-7022 <a href="mailto:david.goggins@navy.mil">david.goggins@navy.mil</a> Phone: 202-781-1294 Fax: 202-781-1294 DSN Phone: 328-1294 DSN Fax: 328-4678 Date Assigned: June 28, 2012	Google news	
	ProQuest	
	<b>Reports</b>	

<http://dau.libguides.com/ssn774>

# Final Thoughts

- **Defense Acquisition Workforce changes affect all of us**
  - “Boomers” departure accelerating – affects DAW’s corporate knowledge
  - Technology is exploding in capability/span of coverage
- **Defense Acquisition is working to better capture proven practices and lessons learned**
  - Complementing the “what” (information sites) with the “how it can work” (P<sup>2</sup>L<sup>2</sup> sites)
  - Creating more “How do I?” or “Where do I go” sites
- **You can provide valuable inputs to these sites “enriching the mix”**
  - Contact Site owners for specific instructions on how you can contribute

# Questions?

- Questions about this briefing:  
[Kathy.Spainhower@dau.mil](mailto:Kathy.Spainhower@dau.mil)
- Questions about Defense Acquisition Portal resources: [dapfeedback@dau.mil](mailto:dapfeedback@dau.mil)
- Questions about Acquisition Community Connection resources: [acc@dau.mil](mailto:acc@dau.mil)
- Questions about login (username & password) accessibility for all DAU resource:  
[dauhelp@dau.mil](mailto:dauhelp@dau.mil) or (703) 805-3459, Option 1

# **Additional Resources on Handout**

**(Note: Handout has additional  
resources not in slides)**

# Defense Acquisition Portal

Your One-Stop Source for Acquisition Information and Tools



- Home
- Acquisition Process
- Workforce
- Policy
- Communities of Practice
- Training and Continuous Learning
- Industry
- Submit Feedback
- Gateways

## Workforce News

**2012 USD(AT&L) Workforce Development Award Announcement**  
<https://dap.dau.mil/workforce...> - 6/9/2012



**2012 Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Development Award Program**

[Read details here including USD\(AT&L\) memo and FAQ](#)

More Workforce News 3/11

## Featured AT&L - Acquisition Services and Systems

Click here to go to the **Better Buying Power Gateway** **ACQ P<sup>2</sup>L<sup>2</sup>** Acquisition Proven Practices and Lessons Learned

**Defense Acquisition Portal**  
<https://dap.dau.mil>

## AT&L Leadership Blogs - Recent Posts

- ACQpedia Articles Now Incorporated into Online Contracting Courses**  
 September 04, 2014 - Jerry Blanning  
 Contracting ACQpedia Course Links: Fifteen links to 15 different Contractin...
- PBL Quote**  
 September 04, 2014 - Bill Kooren  
 A student in a recent LOG 340 Life Cycle Product Support course offering mad...
- Agile Capability Requirements to Keep Pace with Evolving Threats**  
 September 03, 2014 - Patrick Willis  
 Development and fielding of military capability solutions, supported by JCIDS ...
- Pentagon Says Website Improves Communication Between DoD, Industry (DEFENSE NEWS, Sep 2, 2014)**  
 September 03, 2014 - John Vincent  
 An article published by the Defense News on 2 Sept 2014, states the Pentagon i...

[View All AT&L Leadership Blogs - Recent Posts](#) [DAP Blog Directory](#)

## AT&L Functional Knowledge Gateways

<ul style="list-style-type: none"> <li>Auditing</li> <li>Business</li> <li>Contracting</li> <li>Facilities Engineering</li> <li>Industrial and Contract Property Management</li> <li>Information Technology</li> <li>Life Cycle Logistics</li> <li>Requirements Management</li> </ul>	<ul style="list-style-type: none"> <li>International Acquisition Management</li> <li>Production, Quality, and Manufacturing</li> <li>Program Management</li> <li>Purchasing</li> <li>Science and Technology Manager</li> <li>Engineering</li> <li>Test and Evaluation</li> </ul>
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## Special Topic Gateways

<ul style="list-style-type: none"> <li>Better Buying Power</li> <li>Acquisition Mission Areas</li> <li>Milestone Documents (MDID)</li> </ul>	<ul style="list-style-type: none"> <li>DoD PS Roadmap Tool</li> <li>Overseas Contingency Operations</li> <li>Space Acquisition</li> </ul>
--	---

## DAU Featured Video



**2014 Acquisition Training-Keynote-Frank Kendall**  
 Keynote: USD(AT&L), The Honorable Frank Kendall  
 Instilling Continuous Process Improvement within the Acquisition Team... [More]  
 08 Apr 2014  
 49m:39s

## Acquisition Reading - Recent Policy

- DoDI 3222.03, Department of Defense Electromagnetic Environmental Effects (E3) Program August 25, 2014
- DoD Instruction 3204.01, DoD Policy for Oversight of Independent Research and Development (IR&D) August 20, 2014
- DoDI 3204.01, DoD Policy for Oversight of Independent Research and Development (IR&D) August 20, 2014

## AT&L Knowledge Management Systems (AKMS)

### AT&L Acquisition Systems and Sites

Acquipedia	Acquisition Community Connection	Ask A Professor	Better Buying Power	Defense Acquisition Portal (Home)	Defense Acquisition University	Mission Assistance	Services Acquisition Mail (SAM)

DAP Applications tab  
<https://dap.dau.mil/smart>

### Education and Training

Continuous Learning Games	Enroll in a Course	Hot Topic Forums	Interactive Catalog	Training Center	Training FAQs	Virtual Campus

### Job Aids

Acquisition Requirements Roadmap Tool (ARRT)	Contract Property Toolkit	DoD IPS Implementation Roadmap	LCSi Outline (Simple)	LCSP Outline	Milestone Document Identification (MDID)	Product Support Analytical Tools Database	Product Support Guidance, Policy, Tools	Product Support Managers Toolkit	Program Manager's e-Tool Kit	SE Technical Review Timing	SE Technical Reviews (slider)	USAF BES SE Process

Contract Types Card	FM Platinum Card	Risk Card	Gold Card (EVM)	Diamond Card (PM)	Marble Card (Stakeholder)

☰ Fewer Job Aids...

### Guidebooks

BCA Guidebook	CBM+ Guidebook	Contract Pricing Reference Guides	CoP Implementation Guide	Defense Acquisition Guidebook	Defense COR Handbook	Defense Contingency COR Handbook	DMSMS Guidebook	DoD Handbook Product Support Analysis	DoD Source Selection Procedures	Incorporating T&E into DoD Acquisition Contracts	IPS Element Guidebook	JCIDS Manual

Logistics Assessment Guidebook	Performance Based Payments Guide	PQM for PMs	Product Support Assessment	Product Support Manager's Guidebook	Public-Private Partnering for Sustainment Guidebook	RAM-C Manual	RCM Manual	Risk Management Guidebook	Services Acquisition Guidebook	Solicitation Preparation Guide for CI Acquisition	Systems Engineering Guidebook	T&E Management Guide

☰ Fewer Guidebooks...

### References and Resources

Acker Library and Knowledge Repository	DAU Glossary	DAU Stream	DAU on iTunes University	DAU Publications	Workforce and Industry Ethics



# Defense Acquisition Portal

Your One-Stop Source for Acquisition Information and Tools

DAP Video Stream

<https://dap.dau.mil/daustream>



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- Workforce
- Policy
- Communities of Practice
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## DAU Stream > Featured

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#### DAU Hot Topic Training Forum 25 June 2014

Video provides presentation by Mr. Ken Brennan that covers the subject of Strategic Sourcing for a DoD perspective. It includes techniques and descriptions of this concept. Video first requires editing by Mr. Brennan

More

date: 09/04/14 | duration: 01h:23m:08s

Sort by: Date, Descending



#### DAU Hot Topic Training Forum 25 June 2014

Video provides presentation by Mr. Ken Brennan that covers the subject of Strategic Sourci...

date: 09/04/14 | duration: 01h:23m:08s



#### DAU Hot Topic Training Forum Functional

The forum presenters collaborated with Dr Ronald Fox, Professor of Business Administration...

date: 08/26/14 | duration: 01h:07m:00s



#### Contract Protest before GAO

This video addresses approaches to minimize protests and minimize the impact of protests o...

date: 08/20/14 | duration: 14m:26s



#### CNE Student Orientation (APG)

Student orientation video (link to be posted on "Capital & Northeast (CNE) Locations" page...

date: 08/11/14 | duration: 11m:58s



#### CNE Student Orientation (Belvoir)

Student orientation video (link to be posted on "Capital & Northeast (CNE) Locations" page...

date: 08/11/14 | duration: 11m:32s



#### CNE Student Orientation (Hanscom)

Student orientation video (link to be posted on "Capital & Northeast (CNE) Locations" page...

date: 08/11/14 | duration: 11m:26s



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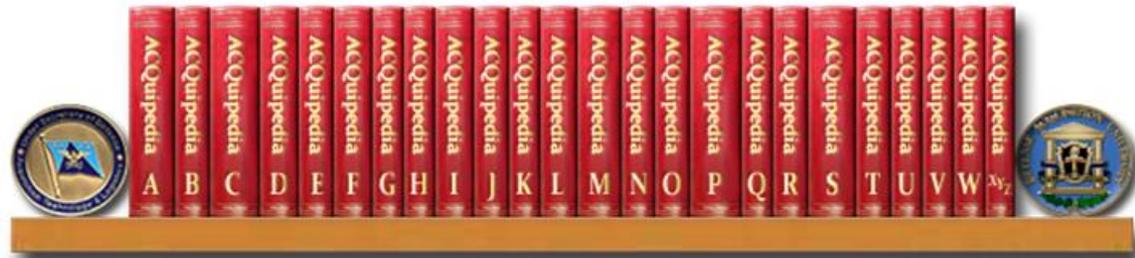
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Total articles to date: 380

### ACQuipedia Featured Articles

#### Key Performance Parameters (KPPs)

<https://dap.dau.mil/acquipedia> - 9/4/2014 12:55:54 PM



Featured Article

Performance attributes of a system considered critical to the development of an effective military capability. A KPP normally has a threshold representing the minimum acceptable value achievable at low-to-moderate risk, and an objective, representing the desired operational goal but at higher risk in cost, schedule, and performance. KPPs are contained in the Capability Development Document (CDD) and the Capability Production Document (CPD) and are included verbatim in the Acquisition Program Baseline (APB). KPPs are considered Measures of Performance (MOPs) by the operational test community. See Acquisition Program Baseline (APB), Validation Authority, Capability Development Document (CDD), Capability Production Document (CPD), "Mandatory" Key Performance Parameters (KPPs), Threshold Value, Objective Value, and Measures of Performance (MOPs). (Source: DAU Glossary of Defense Acquisition Acronyms & Terms) KPPs. Performance attributes of a system considered critical to the dev [Read more...](#)

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2/5





# Ask A Professor

Got an AT&L Question? Go to the AT&L experts!

Ask-A-Professor  
<https://dap.dau.mil/AAP>



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- Production, Quality, & Manufacturing
  - Program Management
  - Purchasing
  - Program Systems Engineering
  - Requirements Management
- Science and Technology Management
  - Systems Engineering
  - Test and Evaluation
- Other

## Welcome to Ask A Professor

Ask A Professor (AAP) is a Department of Defense resource for asking acquisition and logistics questions concerning policies and practices.

Feel like browsing our library of question and answers? Just select any of the Career Fields in the menu on the left to begin.

For more information about Ask A Professor, click the "About" button at the top.

## Most Recent Answers

Curious about the type of questions we get? Below is a list of the five latest answers to questions submitted to our experts...

Friday, 9/5/2014

Answered by: DAU



### Business/Contract Clearance for SABER Task Orders

Friday, 9/5/2014

Answered by: DAU



### Procurement Document in Property Records

Friday, 9/5/2014

Answered by: DAU



### Determination of Non-Personal Service

Friday, 9/5/2014

Answered by: DAU



### Gray Market Sales

Friday, 9/5/2014

Answered by: DAU



### Final Overhead Rates for FP-IF Contract Closeout

## Most Viewed Questions (and Answers)

These may not be the most "Frequently Asked Questions" about defense acquisition, but they are the five most frequently viewed questions and answers.

126749 page views

Answered by: DAU



### Army UIC Listing

30878 page views

Answered by: DAU



### Navy Approved Software List?

30046 page views

Answered by: DAU



### Separating Acquisition or Procurement personnel from contractors?

29540 page views

Answered by: DAU



### Completed example BCA

## Ask A Question

Before submitting a question, please...

1. Use the menu on the left to review the questions that have been previously asked and answered.
2. Search the Ask A Professor library by typing your question into the text box at the top of this (or any) page and clicking the Search button.
3. *After all that*, if you're sure no one has already asked and answered your question, then...

Ask A Question

## Who answers these questions?

These Services and agencies provide answers to the questions:

### Defense Acquisition University



### Assistant Secretary of the Army for Acquisition, Logistics, and Technology



### Naval Air Systems Command



### Air Force Materiel Command



### Joint Chiefs of Staff





Public site: Acquisition P<sup>2</sup>L<sup>2</sup> -  
Acquisition Proven Practices and Lessons Learned  
<https://dap.dau.mil/apl>



## Better Buying Power

### Should-Cost

 A repository of best practices and case studies developed IAW 24 April 2013, BBP 2.0 Implementation Memo, supporting "Control Cost Throughout the Product Lifecycle" to "Implement Should-Cost based management." This site is restricted to DoD AT&L Government only. Other DoD Government personnel, with a need to know, may send an access request to [dauhhelp@dau.mil](mailto:dauhhelp@dau.mil)

ARA and DoD Components

### Performance Based Logistics

 A knowledge repository for Performance Based Logistics (PBL) Results and Successes for DoD, Service, Agency, and industry lessons learned, best practices, successes, examples, initiatives, processes. This site contains PBL Award Winning Programs, Proof Point Initiatives, Lessons Learned and Proven Practices, and Program and Service-specific PBL Initiatives for the benefit of PBL practitioners from all defense acquisition workforce functional communities, including but not limited to life cycle logisticians, product support managers, program managers, and contracting officers.

ODASD (MR)

Click here to go to the   
**Better Buying Power Gateway**

## Featured Video



### BBPi Thrust 1

Implementing Better Buying Power initiatives is not a simple undertaking. However, these initiatives are broken down into five major thrust areas and ... [More]

10 Jan 2012 05m:24s

## Acquisition Proven Practices / Lessons Learned

### After Action Reports

 A repository of unclassified After Action Reports from deployed Contingency Contracting Officers. An AAR is a professional discussion of an event, focused on performance standards, that enables soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses.

Pending AAR tool website

DPAP

### Center for Army Acquisition Lessons Learned

 The Acquisition Lessons Learned Portal was established at the direction of the Army Acquisition Executive to provide the capability to collect, archive, analyze, and disseminate lessons learned to provide the Army materiel acquisition enterprise with a tool to make informed decisions based on historical trends and best practices, and influence acquisition policies, planning, execution and decisions.

Army (AMC)

### Overseas Contingency Operations

 A consolidation of publicly available information, the Overseas Contingency Operations Acquisition History and Lessons Learned CoP is designed as a searchable repository for overseas contingency acquisition, or acquisition related, lessons learned, policies and regulations, and special assessments regarding Operation Enduring Freedom and Operation Iraqi Freedom. This site includes reports from GAO, SIGAR, SIGIR, Commission on Wartime Contracting, CRS, news reports, and Legislative reports. This site is restricted to government only due to the consolidated nature of the content.

Contributed by DAU

### Service Acquisition Mall

 DAU's Service Acquisition Mall is a proven practice which provides usable tools and templates to create a performance-based service acquisition requirement. SAM provides a working level understanding of the Seven Steps to Acquisition Services. SAM's structured content helps acquisition personnel develop the fundamentals of their contracts.

DAU (ACQ)

-  **BBPi Thrust 1**  
Implementing Better Buying Power initiatives is not a simple undertaking. However, these i...
-  **BBPi Thrust 2**  
Implementing Better Buying Power initiatives is not a simple undertaking. However, these i...
-  **BBPi Thrust 3**  
Implementing Better Buying Power initiatives is not a simple undertaking. However, these i...
-  **BBPi Thrust 4**  
Implementing Better Buying Power initiatives is not a simple undertaking. However, these i...
-  **BBPi Thrust 5**  
Implementing Better Buying Power initiatives is not a simple undertaking. However, these i...
-  **Should Cost vs Will Cost Part 1 of 3**  
This module tracks through the major policy memos on Should Cost from the first Better Buy...

Restricted site: Acquisition P<sup>2</sup>L<sup>2</sup> - Should-cost Repository (V1.0)  
https://apl.dau.mil/sc/pages/default.aspx

\*\*\*\*UNCLASSIFIED//FOR OFFICIAL USE ONLY\*\*\*\*



# Acquisition P<sup>2</sup>L<sup>2</sup> – Should-Cost Repository

Acquisition Proven Practices and Lessons Learned – Should-Cost Best Practices and Case Studies

Enter any keyword or tag

This site is restricted to members of the Defense Acquisition Workforce as Should-Cost information, by its nature, is sensitive. Accordingly, all information on this site shall not be redistributed.

ACQ P<sup>2</sup>L<sup>2</sup> [Click here to go to the Acquisition P<sup>2</sup>L<sup>2</sup> Home Page](#)

[Click here to go to the Better Buying Power Gateway](#)

## Better Buying Power 2.0

### Focus Area: Control costs throughout the product lifecycle

The ability to understand and control future costs from a program's inception is critical to achieving affordability requirements.

### Initiative: Implement "should-cost" based management

Should-cost applies to all acquisition activities and it spans to both product and service acquisitions. Managers should scrutinize each element of cost under their control to assess cost reductions without unacceptable reductions in value received.

Should-cost based management was introduced in BBP 1.0 but without continuous focus, and the sharing of information through best practices and case studies, the gains we have achieved could be lost. As the AT&L community identifies opportunities to do better and to manage toward this goal, IAW BBP 2.0 Implementation Memorandum, dated 24 April 2013, that information should be captured in the Acquisition Proven Practices and Lessons Learned Should-Cost Repository.

### Recent Best Practices [View All Best Practices >>](#)

**Black Hawk**  
May 6, 2014  
– Multi-Year Contract - Negotiations with the prime contractor resulted in better than projected cost savings. –Total Savings: \$529.74M –FY13 Actual Savings: \$136.70M –Projected Savings for FY13: \$143.5M

**Stryker Vehicle Buys**  
May 6, 2014  
Combine 292 Double V Hull & 100 NBCRV vehicle buys Funds used for the acceleration of 292 vehicles for deployment of the second brigade sets of DVHs Decision for acceleration was made by the Budget Requirements and Programming (BRP) board

**Tow**  
May 6, 2014  
Reduce missile procurement cost by executing a Multi-Year procurement - Actual \$237.735M – Originally proposed FY11-15 Multi-Year Procurement (MYP) returned \$165.9M to the US Army based on POM 11-15 programmed funding while procuring essentially the same number of missiles as a single year procurement. – FY11 Congressional Marks necessary .....

### Featured Video by DAU Stream



### Should Cost vs Will Cost Part 1 of 3

This module tracks through the major policy memos on Should Cost from the first Better Buying Power (BBP) Initiative memo dated Sep 2010 through the L... [More]

17 Jan 2014 29m:28s

**Should Cost vs Will Cost Part 1 of 3**  
This module tracks through the major policy memos on Should Cost from the first Better Buy...

**Should Cost vs Will Cost Part 2 of 3**  
This module discusses the multi-functional approach to Should Cost and provides an example...

**Should Cost vs Will Cost Part 3 of 3**  
This module provides two examples of programs doing Should Cost management. It shows speci...

Vetting Process Tutorial

Submit Practice/Case Study

Feedback

Restricted site: Acquisition P<sup>2</sup>L<sup>2</sup> - Should-cost Repository (V1.1) (Under construction)

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Welcome KATHY SPAINHOWER [Log Out]



# Should-Cost Portal

Should-Cost Proven Practices and Case Studies

This site contains sensitive information that shall not be redistributed

Enter any keyword or #tag  Find

- Home
- USD(AT&L) Insights
- Should-Cost at Work
- Techniques & Tools
- Should-Cost Training
- Policies & References
- Blog
- Submit Story
- Resources

### What's New

**Better Buying Power 4 Years On: Is It Making a Difference?**  
4/29/2014 - OSD

On 29 Apr 14, Mr. Kendall posted an editorial on the defense acquisition.

- #### ABOUT SHOULD-COST
- History and Background
  - Definitions
  - Will-Cost versus Should-Cost
  - The Should-Cost Process

- #### TRAINING MATERIALS
- Applications of Should-Cost to Achieve Cost Reduction - April 2013
  - Controlling Acquisition Costs - August 2014
  - BBP 2.0 Integrated RDT - August 2014
  - BBP 1.0 Should Cost Management - January 2012

#### Acquisition Lifecycle Cost Control Process Chart

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Click here to go to the Better Buying Power Gateway



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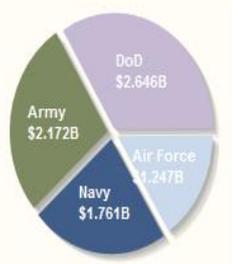
25 Apr 2013 01m:19s

- USD(AT&L) Should-Cost Discussion at BBP 2.0 Rollout  
USD(AT&L) Should-Cost discussion-Video clip (11m15s) provided by VS from USD(AT&L) remarks ...
- USD(AT&L) Should-Cost Discussion at SLAT Conference  
USD(AT&L) Should-Cost discussion at SLAT Conference-Video clip (2m30s) provided by VS fo...

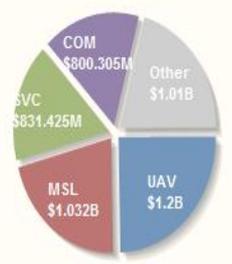
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**Defense Acquisition Guidebook**  
<https://DAG.dau.mil>

## Guidebook Chapters

- |  |  |
|--|--|
| <b>1</b> DoD Decision Support Systems                    | <b>8</b> Intelligence, Counterintelligence, and Security Support |
| <b>2</b> Program Strategies                              | <b>9</b> Test and Evaluation (T&E)                               |
| <b>3</b> Affordability and Life-Cycle Resource Estimates | <b>10</b> Decisions, Assessments, and Periodic Reporting         |
| <b>4</b> Systems Engineering                             | <b>11</b> Program Management Activities                          |
| <b>5</b> Life-Cycle Logistics                            | <b>12</b> Business Capability Life Cycle                         |
| <b>6</b> Human Systems Integration (HSI)                 | <b>13</b> Program Protection                                     |
| <b>7</b> Acquiring Information Technology                | <b>14</b> Acquisition of Services                                |

**Relevant Policy & Guidance**

[DoDD 5000.01](#) - The Defense Acquisition Systems  
[Interim DoDI 5000.02](#) - Operation of the Defense Acquisition System (Dated 11-28-2013)  
[CJCSI 3170.01H](#) - Joint Capabilities Integration & Development System  
[JCIDS Manual](#) - Manual For The Operation Of The Joint Capabilities Integration And Development System

**Recent Policy & Guidance**

[Should Cost Management in Defense Acquisition](#) Dated 08 August 2013  
[BBP 2.0 Implementation Directive](#) Dated 24 April 2013  
[DoDD 5250.01 Management of Intelligence Mission Data \(IMD\) in DoD Acquisition](#) - Dated 22 Jan 2013  
[CCA DoD-CIO Memo](#) - Dated 18 May 2012

[More >>](#)

**Recent DAG Updates**

The DAG does not reflect the changes in the Interim DoDI 5000.02.  
[Click to read more.](#)

**Milestone Requirements**

System Acquisition

Business System Acquisition



# Milestone Document Identification (MDID)

Your Acquisition and Documentation Requirements Tool



## Milestone and Phase Information Requirements (See Table Notes)

	MDD	MS A	CDD Vel	Dev RFP Rel	MS B	MS C	FRP/FR	Other
<b>STATUTORY</b>								
ANALYSIS OF ALTERNATIVES (AoA)	■	■	■	■	■	■	■	■
BENEFIT ANALYSIS AND DETERMINATION	■	■	■	■	■	■	■	■
BUSINESS PROCESS REENGINEERING	■	■	■	■	■	■	■	■
CLINGER-COHEN ACT COMPLIANCE	■	■	■	■	■	■	■	■
COOPERATIVE OPPORTUNITIES	■	■	■	■	■	■	■	■
CORE LOGISTICS DETERMINATION / CORE LOGISTICS AND SUSTAINING WORKLOADS ESTIMATE	■	■	■	■	■	■	■	■
CYBERSECURITY STRATEGY	■	■	■	■	■	■	■	■
DOT&E REPORT ON INITIAL OPERATIONAL TEST AND EVALUATION (IOT&E)	■	■	■	■	■	■	■	■
FREQUENCY ALLOCATION APPLICATION (DD Form 1494)	■	■	■	■	■	■	■	■
GENERAL EQUIPMENT VALUATION	■	■	■	■	■	■	■	■
LIVE FIRE TEST AND EVALUATION (LFT&E) REPORT	■	■	■	■	■	■	■	■
LOW-RATE INITIAL PRODUCTION (LRIP) QUANTITY	■	■	■	■	■	■	■	■
MARKET RESEARCH	■	■	■	■	■	■	■	■
OPERATIONAL TEST PLAN (OTP)	■	■	■	■	■	■	■	■
PESHE AND NEPA/E.O. 12114 COMPLIANCE SCHEDULE	■	■	■	■	■	■	■	■
POST IMPLEMENTATION REVIEW (PIR)	■	■	■	■	■	■	■	■
SMALL BUSINESS INNOVATION RESEARCH (SBIR)/SMALL BUSINESS TECHNOLOGY TRANSFER (STTR) PROGRAM TECHNOLOGIES	■	■	■	■	■	■	■	■
<b>Regulatory</b>								
Acquisition Decision Memorandum (ADM)	■	■	■	■	■	■	■	■
Acquisition Program Baseline (APB)	■	■	■	■	■	■	■	■
Acquisition Strategy	■	■	■	■	■	■	■	■
Affordability Analysis	■	■	■	■	■	■	■	■
AoA Study Guidance and AoA Study Plan	■	■	■	■	■	■	■	■
Capability Development Document (CDD)	■	■	■	■	■	■	■	■

Legend

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### Filter by Program Type

Select any of these Acquisition Categories (ACAT) to filter the list.

- ACAT IC OR ID (MDAP)
- ACAT IAM OR IAC (MAIS)
- ACAT II (Major Systems)
- ACAT III and below

Select any of these Acquisition Sub-Categories to further filter the list.

- None
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- Defense Business System
- Space Program

### Filter by Life-Cycle Event

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### Filter by Keyword

### Key Abbreviations and Terms

### Template, Outline, Sample, and Example Downloads

### External Links

### Table 2 Notes for Milestone and Phase Information Requirements

**Milestone Document Identification**  
<https://dap.dau.mil/MDID>



# DoD Integrated Product Support Implementation Roadmap



**DoD Integrated Product Support Implementation Roadmap <https://dap.dau.mil/dodpsroadmap>**

- Home
- List View
- Timeline View
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### About this page...

*Welcome!*

Product Support Management is the planning, management and funding of the package of support functions required to field and maintain the readiness and operational capability of major weapon systems, subsystems, and components. It includes all functions related to weapon system readiness and is built upon the Integrated Product Support (IPS) elements.

This page is a tool to help the Defense Acquisition Workforce understand and build the best product support package in support of the Warfighter.

The "List View" is a compact list of Product Support activities and outputs required. The "Timeline View" shows activities and outputs over the total lifecycle.

### Implementation Roadmap Menu



**List View**  
A compact list of the Product Support activities and outputs required to build a product support package.



**Timeline View**  
Product Support activities and outputs organized across the acquisition and sustainment phases of the total life cycle.

Select either button to view the DoD Integrated Product Support Implementation Roadmap.

### How to use this implementation roadmap...

In **List View**, click any element to expand it. If an activity is required during a phase, a check appears on the left side of the phase. Required outputs are checked off on the right side of the phase, in the shaded column.

DoD Integrated Product Support Implementation Roadmap - List View					
	WSA	TMRK	EMO	PKD	OLS
Major Program Key Events/Products					
Logistics/Program/Technical Reviews					
Product Support Management					
Maintenance Planning and Management (M&M)					
Maintenance Planning and Management					
Review ICD to identify maintenance requirements and support KPPs and KSAAs	✓	✓			
Lead Development of Maintenance Strategy Inputs to LCSP	✓	✓	✓	✓	✓

In **Timeline View**, scroll sideways to see all the phases. The required activities for an element are listed on the left side of the phase and required outputs are listed on the right, in the shaded column.

DoD Integrated Product Support Implementation Roadmap - Timeline View			
	Material Solution Analysis	Technology Maturation	
	Activities	Outputs	Activities
Major Program Key Events/Products			
Logistics/Program/Technical Reviews			
Product Support Management			
Product Support Management	Ensure Logistics trade studies/market research are incorporated in A&A and forecast product support for each alternative	Initial Life Cycle Sustainment Plan (LCSP)	Update Life Cycle Sustainment Plan (LCSP)
	Identify Support and Maintenance Concepts and Technologies	Product Support Alternatives (Included in A&A)	Identify Mitigation Strategy
			Influence Design for Supportability through

In either view, click a requirement to read its definition and to browse guidance and references.



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- Acquisition Law
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- Ammunition Forum
- Better Buying Power (Public Site)
- BBP Initiatives Training Modules
- Business
- Business and Enterprise Systems (BES) Directorate Systems Engineering Process
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- Data Management
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- DMSSMS Knowledge Sharing Portal

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- Production, Quality & Manufacturing
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- Program Management
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- Requirements Management
- Risk Management Center of Excellence
- Risk Management Community
- Science & Technology Management

## Acquisition Requirements Roadmap Tool (ARRT) Suite



Welcome to the Acquisition Requirements Roadmap Tool (ARRT) Suite. The Suite is a collection of tools that help you build strategic elements of your acquisition documents by walking you through structured processes to help you ask and answer the right questions related to your acquisition. As you complete the process, the tool generates your work products in MS Word format for further editing and routing through the acquisition process.

The current version of the ARRT Suite includes a Requirements Definition Component and an Evaluation Factors Component. These can be used independently or together to produce your work products. Future versions of the ARRT Suite will continue to improve these tools and add additional components.



The **ARRT Requirements Definition Component** is a tool used to write performance-based requirements following the Requirements Roadmap process. Using the tool, you can create Performance Work Statements (PWS), Quality Assurance Surveillance Plans (QASP), and Performance Requirement Summaries (PRS).



The **ARRT Evaluation Factors Component** provides a simple, structured approach for developing your contract source selection factors. It walks you through a step by step process to set your factors and subfactors, describe what will be evaluated, and set their relative importance.

### ARRT Tool Suite

- [Requirements Definition](#)
- [Evaluation Factors](#)

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- + Chapter 5. Definitions
- + Appendix A. Lowest Price Technically...
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# Department of Defense Source Selection Procedures (DoD SSP)

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Source Selection Procedures  
<https://acc.dau.mil/dodssp>

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Web-enabled version of the Department of Defense Source Selection Procedures, dated 4 Mar 2011

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## DEPARTMENT OF DEFENSE SOURCE SELECTION PROCEDURES



DPAP Memo, 4 Mar 11



Memo & DoD SSP (PDF Version)

### Chapter 1. Purpose, Roles, and Responsibilities

- [1.1. Purpose](#)
- [1.2. Best-Value Continuum](#)
- [1.3. Applicability](#)
- [1.4. Source Selection Team Roles and Responsibilities](#)
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# **Additional Resources on Not on Handout**



# Source Selection Simulation

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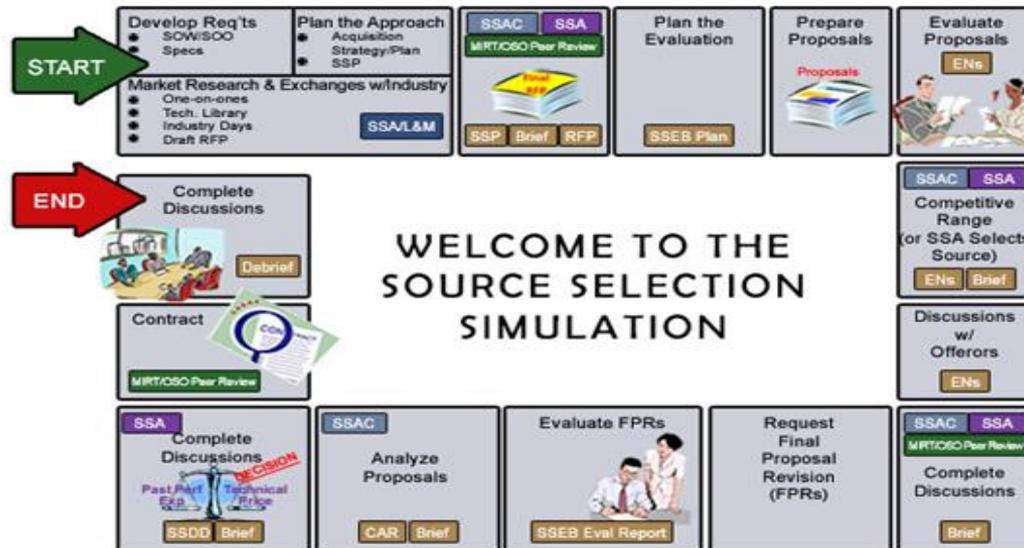
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contact DAU South for  
Source Selection Training



This is an interactive graphic. Sections related to coursework are hyperlinked.

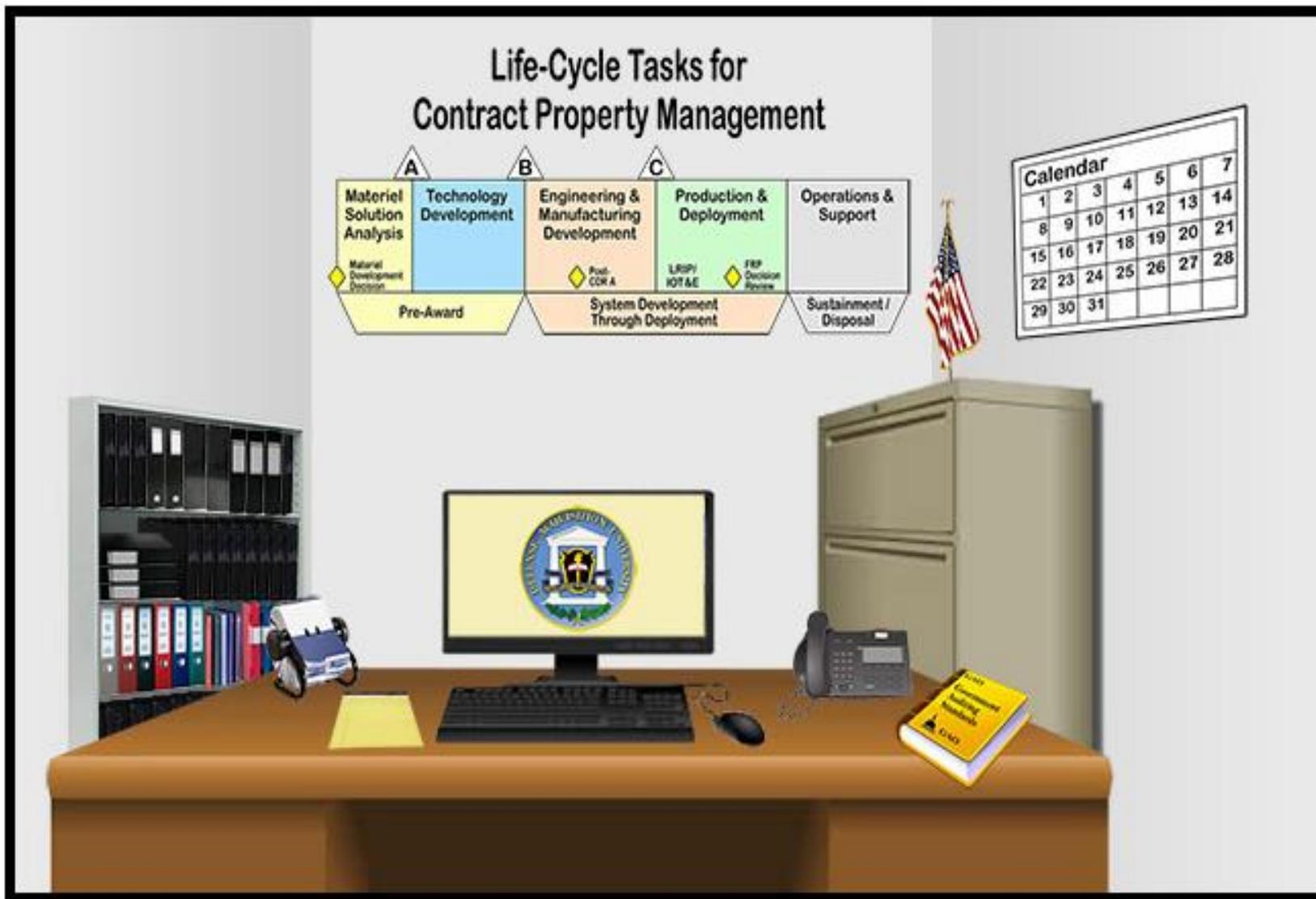
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# Contract Property Toolkit

Click on the icons in the graphic below to access content (Book Rack, Wall Chart, Calendar, File Cabinet, Rolodex, Notepad, PC Monitor, Phone, Yellow Book)





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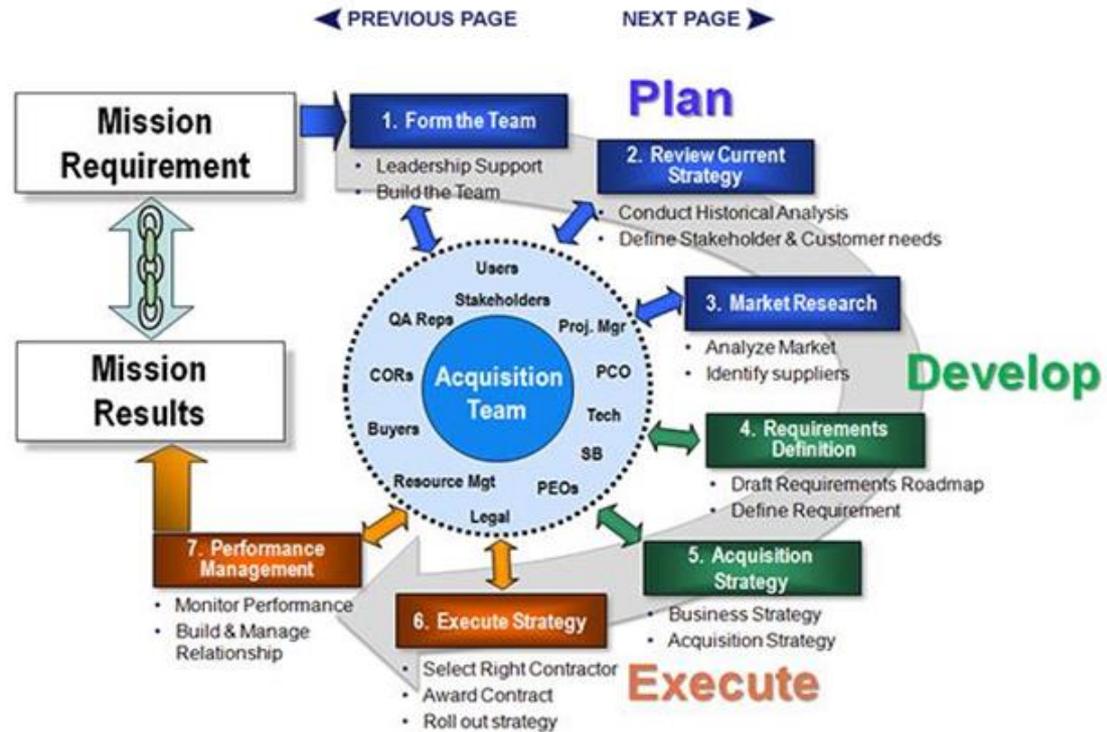
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Web-enabled version of the Department of Defense Guidebook for the Acquisition of Services, dated 20 July 2011.



Below is a PDF version of the web-enabled Department of Defense Guidebook for the Acquisition of Services. The content of DAU web-enabled version and 24 April 2012 PDF are current through the 20 July 2011 official DoD guidebook provided on the DPAP website.

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# Solicitation Preparation Guide for the Acquisition of Commercial Items in DoD

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## SOLICITATION PREPARATION GUIDE FOR THE ACQUISITION OF COMMERCIAL ITEMS BY DoD

Current through 28 August 2014

FAC 2005-76

DPN 20140828

CD 2014-00019

### Purpose

The purpose of this guide is to 1) assist DoD contract specialists responsible for preparing competitive solicitations for the acquisition of commercial items using FAR Part 12 procedures, 2) assist DoD contracting officers or other DoD contracting personnel responsible for ensuring the quality of these solicitations prior to their release, and 3) assist administrators of automated procurement systems used by DoD (i.e., PD2, ConWrite, etc.) who are responsible for ensuring that competitive solicitations produced with the aid of these automated procurement systems are of good quality. This guide does not specifically address the preparation of combined synopsis/solicitation procedure described in FAR 12.603. However, the information in this guide may be useful in preparing a combined synopsis/solicitation as it relates to the type of information that should be in an addendum, the clauses to be incorporated by reference in FAR 52.212-5, etc.

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# Comparison of Major Contract Types - January

References

Comparison of Major Contract Type  
<https://acc.dau.mil/contract-types-card>

## Long Description

The Comparison of Major Contract Types Chart is based on the information in the Contract Pricing Reference Guides (Volume 4 – Advanced Issues in Contract Pricing, Chapter 1 - Establishing And Monitoring Contract Types) for statutory/regulatory/policy changes and court decisions that have not been included in the Guides. The reverse side of the Chart is additional information on contract types and incentives used in Defense Systems Management College (DSMC) courses at the Defense Acquisition University (DAU).

**\*\* The files are two versions of a single two sheet chart (i.e., Comparison of Major Contract Types - January 2014 - print and view versions) (i.e., "Comparison of Major Contract Types JANUARY 2014 Final Version [VIEW]") and the chart is available in two versions (i.e., "Comparison of Major Contract Types JANUARY 2014 Final Version [PRINT]").**

**\*\* Printing Instructions: The "PRINT" version of the Chart is designed for duplex, two-sided, printing. The "VIEW" version of the Chart is designed for single-sided, one-sided, printing. Both versions can be printed either black and white or color.**

## File Title

Comparison of Major Contract Types - January 2014 - print and view versions

## File

[Comparison of Major Contract Types JANUARY 2014 Final Version PRINT.ppt](#)

[Comparison of Major Contract Types JANUARY 2014 Final Version VIEW.ppt](#)

## Benefit/Value

Comparison of Major Contract Types - JANUARY 2014

\* **Current through Federal Acquisition Circular (FAC) 2005-72, effective January 1, 2014**



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Your One-Stop Source for Program Management

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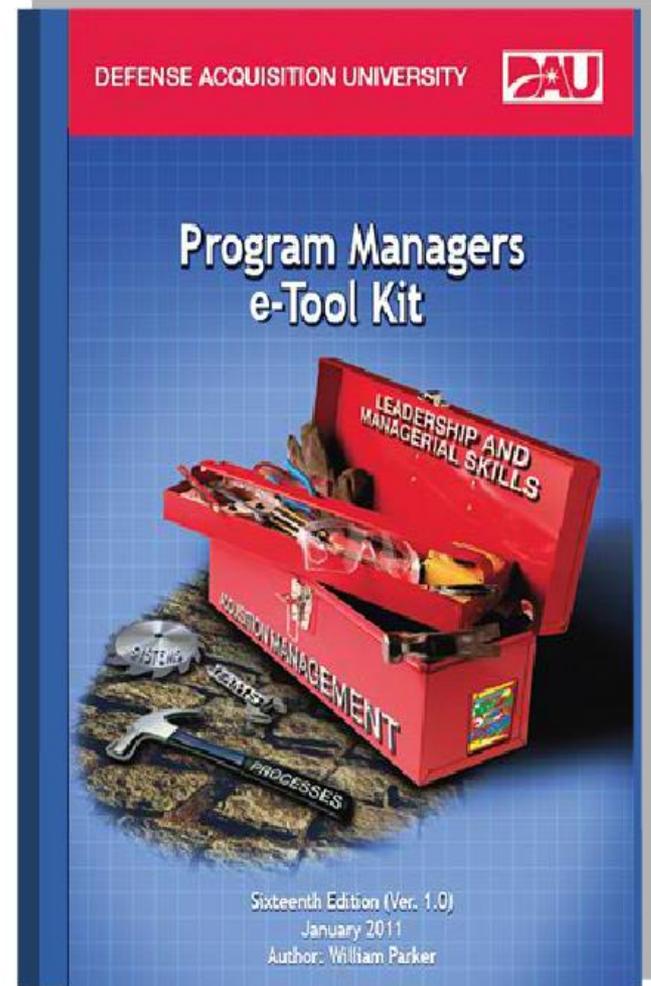
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- DoD Risk Management card (DAU)
- Earned Value Management (EVM) Gold Card (DAU)
- Glossary of Defense Acquisition Acronyms and Terms (DAU)
- Information Assurance Policy Chart (DTIC)
- Integrated Life Cycle (ILC) chart (DAU)
- Milestone Document Identification (MDID) tool (DAU)
- Product Support Manager (PSM) Toolkit (DAU)
- Program Manager's Toolbox **Requires CAC from within .MIL domain/VPN**
- Risk Reporting Matrix (DAU)
- Service Acquisition Mall (DAU)
- Systems Engineering Technical Review Timing
- Systems Engineering Technical Review Slide Rule

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<http://pmtoolkit.dau.mil>



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**Product Support Analytical Tools**

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PRODUCT SUPPORT ANALYTICAL TOOLS

**Overview:** This repository profiles more than 400 government and commercial analytical tools for facilitating product support decisions, with an emphasis on DoD system product support. This database include decision support tools and data sources for product support modeling, simulation, management, analysis, assessment, evaluation, and logistics product data management. For each tool, you'll find a description, the processes the tool or data source supports, the Integrated Product Support Elements the tool or data source supports, Services that use the tool or data source, and ways to view additional information about each tool or data source.

**Submit feedback:** The repository is a work in progress. We seek your feedback and your inputs. Sign in with an ACC account and rate any tools you're familiar with, join a tool discussion, and suggest new tools.

[Suggest a new tool](#)

Suggest updates to existing tools using the [Feedback](#) button at the top of every page.

View all tools and sort them by column header on the [List of All Contributions](#) at the bottom of this page.

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